
**LEADERSHIP STUDIES AT NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY**
STEVE ECHOLS AND JOE SHERRER

New Orleans Baptist Theological Seminary (NOBTS) is one of six Southern Baptist Seminaries. It was established in 1918 for the specific purpose of evangelizing New Orleans. However, because New Orleans is one of the world's largest ports, the mission was also conceived as a gateway to evangelism in Central and South America and even into the entire world. Today, several degrees are offered in its undergraduate, masters, and doctoral programs. NOBTS is now the largest Southern Baptist Seminary with a total enrollment of over 3,900.

Factors that Affect the Teaching of Leadership at NOBTS

Core Values

The approach to how leadership is taught at New Orleans Baptist Theological Seminary must start with the very core values of the institution. The five core values, as adopted by the board of trustees, [or some such clause] are as follows:

Doctrinal Integrity

Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. Our confessional commitments are outlined in the Articles of Religious Belief and the Baptist Faith and Message 2000.

Spiritual Vitality

We are a worshipping community emphasizing both personal spirituality and gathering together as a Seminary family for the praise and adoration of God and instruction in His Word.

Mission Focus

We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and Great Commandments through the local church and its ministries.

Characteristic Excellence

What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

Servant Leadership

We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

The core values of spiritual vitality, mission focus and servant leadership are directly connected with how leadership is taught at NOBTS. The focus on spiritual vitality relates to the importance of the character formation of the leader. Courses such as “Spiritual Formation” are taught in small groups with a professor who walks with the students through a year of seeking a deeper walk with God. This core value is also emphasized by chapel services three times each week during the academic year. The services are designed to be models of worship that takes place in the local congregations. Services usually last an hour or more and are designed to challenge the students to enhance their walk with God. Additionally, spiritual vitality has been emphasized more often as an annual seminary-wide core value than any of the other four. This represents how fundamentally important it is considered to be.

The mission focus keeps the attention of the seminary on the importance of practical ministry application, of which leadership training is such an integral part. The seminary’s goal in this respect is expressed in its target statement, “The health of a seminary is determined by the health of the churches its graduates lead.” Recognizing that ministry leadership is more than a classroom experience, the seminary requires that each student take a year of supervised ministry. Because each Southern Baptist Church is autonomous and there are no hierarchal structures to assign students to specific ministries, it is often a difficult challenge to duplicate the internship opportunities that are available in other denominations. Nonetheless, every effort is made to this end; NOBTS now offers a Master of Divinity track that allows the student to gain significant credit for one year of internship service.

Servant leadership as a core value is the foundation upon which the NOBTS leadership curriculum is built. The introductory course required for all master's level degrees is entitled "Servant Leadership." It is understood that there are a number of biblical teachings and models concerning the subject of leadership; however, the seminary views servant leadership as the preeminent model that was espoused and practiced by Jesus (see Mark 9:35, John 13).

The president of New Orleans Baptist Theological Seminary, Dr. Chuck Kelley, frequently states a transformational understanding of servant leadership. He notes that servant leadership does not mean that you do everything that people may want you to do. Rather, you do the tasks that must be done with the goal of helping people become all that they can in developing their full potential as children of God. This understanding counteracts the criticism of servant leadership from some quarters as being oppressive and merely a manipulation of people (particularly oppressed segments of society) to keep them satisfied with subservient roles.

Academic Divisions and Non-Integrated Approach

New Orleans Baptist Theological Seminary is organized into five academic divisions in all levels of its degree programs. Those divisions are: Church Music, Christian Education, Pastoral Ministries, Theological and Historical, and Biblical Studies. In regard to leadership, the seminary does not have an integrated approach. There is no significant mechanism for integrating the subject of leadership into courses listed in the leadership curriculum. The only accountability in this regard is that students in course evaluations are asked if the professor modeled servant leadership. In other words, there is no formal intent or accountability that the subject of leadership should be taught from a biblical studies professor who may touch on very relevant leadership passages. If it happens, it is simply by the prerogative of the individual professor and is more likely to occur in an unplanned way, rather than in any type of intentional format. There has been some discussion on a format that would require students to evaluate the treatment

of NOBTS' core values in every course. At present, however, any move in such a direction does not appear to be imminent.

Academic Divisions that House Leadership Courses

Of the five divisions, only two have significant course offerings in leadership. They are Christian Education and Pastoral Ministries. Courses in these divisions build on biblical exposition and theological concepts taught in other divisions in the seminary. Courses such as "Servant Leadership" provide an overview of secular leadership theory as a foundational background for understanding servant leadership as implemented through transformational leadership. Courses such as the professional doctoral courses of "Managing Church Conflict" and "Leadership Styles in Ministry" frequently utilize secular leadership and management texts. However, most courses include some type of assignment designed to foster theological reflection. This dualism of theological foundation and secular leadership theory makes it difficult to categorize easily the approach NOBTS uses for teaching leadership.

Leadership Courses and Curriculum Currently Offered

Leavell College

Leavell College does not offer any majors in leadership, but it does have the following courses that are housed in the Christian Education and Pastoral Ministries divisions.

Christian Education

CECM4350 Advanced Leadership Principles

The purpose of this course is to provide additional study in administrative leadership and management. Current trends and resources are emphasized in the course.

CECM3350 Leadership Principles

The purpose of this course is to study leadership and management. The emphasis of this course is development of a definition of leadership and application of leadership principles to life.

Pastoral Ministries

PMCM3351 Pastoral Care through Leadership

The purpose of this course is to direct the student in developing a philosophy of leadership that specifically undergirds the nurturing aspects of ministry. Emphasis is placed on how to shape and implement God's vision for a local congregation through empowering the church staff and laity.

Master's Level Degrees

NOBTS recently added two leadership specializations to its Master of Divinity degree. Both are considered a M.Div. with a Specialization in Leadership, but there are two possible concentrations, one in Pastoral Leadership, and one in Ministry Leadership and Administration. The former provides course experiences for students anticipating a ministry focused as a senior pastor. The Ministry Leadership and Administration option is designed for students anticipating responsibilities on a church staff, especially in administration or education. Other students interested in leadership tend to pursue degree programs such as the MDiv with a Specialization in Pastoral Ministries, the MDiv (Church Ministry Track), the MDiv in Christian Education, or the Master of Arts in Christian Education. The following courses provide much of the leadership content for these degree programs.

Christian Education

CEAM6213 Servant Leadership

This course is concerned with a study of servant leadership as a basis for developing a personal concept of ministry and service. Various theories of leadership will be assessed giving the student an opportunity to discover his/her own primary leadership style. Attention is given to synthesizing a primary leadership style with servant leadership.

CEAM6214 Church Staff Relations

Included in this course is a comprehensive survey of the basic skills required in each role of ministry. Attention is given to

the place of the individual in a variety of groups and to the relationship among staff and other congregational leaders.

CESW6210 Group Leadership

This course provides an overview of group work as related to the church. The leader's role in group formation, development, processes of interaction, and effects of group membership are studied. Students experience group interaction and gain an understanding of dynamics underlying group behavior. Processes studied and experienced are related to leading groups of various kinds within the local church. The development of group leadership skills is emphasized.

CEYH6257 Leadership Development in Youth Ministry

The purpose of this course is to equip leaders in the use of youth discipleship resources focused on leadership development. Training youth to be godly leaders is essential in effective youth ministry. Students will examine the biblical concept of leadership, Jesus' example of servant leadership, and the application of those principles in life and ministry.

Pastoral Ministries

PATH6234 Stress and Conflict Management

This course is designed to help students understand the causes and effects of stress and interpersonal conflict. Attention will be given to managing stress and conflict in personal ministry within the context of the church. Students will study biblical principles, contemporary theories, available resources, and practical methods for managing stress and conflict effectively.

PATH6235 Pastoral Leadership

The purpose of this course is to explore leadership styles and principles from a pastoral perspective. Students will examine and analyze profiles from biblical, historic, and contemporary personalities. Students will also evaluate current emerging trends in pastoral leadership from the perspective of the senior pastor of a local church.

Professional Doctoral Programs:
Doctor of Ministry and Doctor of Educational Ministry

The Doctor of Ministry Program and the Doctor of Educational Ministry Programs offer specializations in leadership and administration and in denominational leadership. The specialization comprises nine hours in the Doctor of Ministry Program and twelve hours in the Doctor of Educational Ministry Program. Though the degrees are distinct in other ways, the following seminars are in large measure cross-functional for either program's leadership specializations.

Christian Education

CEAM8301 Leadership Styles in Ministry

This seminar will examine leadership principles and organizational theory in the context of local church ministry. Application of theory to the local church setting will be made.

CEAM8302 Managing Church Conflict

This seminar is designed to address the topic of conflict in the local church. Emphasis will be placed in discussing a biblical approach to understanding conflict, identifying areas of conflict, and developing strategies in resolving issues of conflict. Students will be exposed to various perspectives of conflict management through readings, interactions, essays, and role plays.

CEAM8303 Building and Managing an Effective Organization

This seminar offers useful and practical guidance in understanding church structure, diagnosing ministry effectiveness, and managing organizational change. Critical to the effectiveness of 21st Century churches will be the skills needed to manage church organizational design and the values, beliefs, and attitudes of its participants.

CEAM8304 Creating a Winning Team

This seminar will focus on identifying characteristics of successful teams in local churches and other ministry situations. Students will address critical components,

necessary leadership styles, communication and other team building strategies, and barriers to effective teamwork in ministry situations. Students will utilize an assessment instrument to analyze the dynamics of their own ministry teams.

CESE8304 Leadership in the Local Church

The seminar is held each summer at Ridgecrest in conjunction with a church leadership conference. Students will choose from a comprehensive selection of workshops. Students can choose one specific course of study or sample a variety of training experiences. Students will also experience worship that is dynamic, creative, and inspiring. In addition to attending these conference sessions, students will complete designated course requirements.

Pastoral Ministries

PATH8301 Exploring Issues in Effective Pastoral Ministry and Leadership

The purpose of this seminar is to examine current issues in pastoral ministry and leadership in order to determine effective means of ministry practice. The course will include challenging students to examine their pastoral theology in light of biblical principles and to engage various contrasting views of pastoral ministry. Seminar participants will examine the unique role of the senior pastor of a local church in his position as leader, proclaimer, and pastoral care giver. Students will explore the implications of emphasizing the various components of pastoral ministry. Through a heuristic approach, students will confront the challenge of finding the most effective balance among the various components by assessing their own strengths and weaknesses, as well as the church as a whole in the context of its setting.

PMCP8301 Church Planting Leadership

This course is a study of church planting leadership, with a particular focus on mentoring emerging church planter leaders in the North American context. Three systems of contemporary church planting leadership development and six church planting models will be introduced and evaluated.

Theological research applicable to leadership development theory is emphasized.

PMEV8301 Leadership and Healthy Church Growth

The purpose of this seminar is to lead students to explore biblical and contextual factors of leadership with specific application to the setting of the local church. Seminar participants will assess their own leadership qualities and the leadership designs of their church in order to develop strategies for improving the effectiveness of both.

Research Doctoral Programs

While NOBTS does not offer a Doctor of Philosophy degree with either a major or a concentration in leadership, leadership or related administrative management seminars are included in the requirements for numerous degrees. PhD students majoring in Christian Education are required to take the seminar, "Strategic Leadership in Christian Education." Some students also participate in the seminar, "Principles of Administration," that includes many leadership aspects. The Division of Pastoral Ministries recently added the seminar, "Pastoral Leadership," to allow students from that division to include a significant leadership component in their doctoral work.

Christian Education

CEAM9401 Strategic Leadership in Christian Education

Leadership principles, philosophies, hazards, and trends are investigated through research and lectures. Papers are presented and discussed, and several leadership theories are evaluated.

Pastoral Ministries

PREA9413 Pastoral Leadership

This seminar examines current and classic leadership theory from a pastoral viewpoint. Students will utilize leadership theory research to analyze specific pastoral leadership styles in both historic and contemporary examples. The seminar

will include the evaluation of various pastoral leadership models from a biblical perspective.

Summary

NOBTS considers the inclusion of both leadership theory and skills to be vital components of an education. By utilizing a somewhat eclectic approach to leadership, foundational concepts are included in both courses required for all degree programs and specialized degree programs. The occasionally overlapping nature of leadership and administration is evident in many of the course offerings at the seminary. While the seminary continues to strengthen its courses and degrees related to leadership, significant attention focuses on the seminary's desire to produce leadership for healthy churches - especially in the Southern Baptist Convention.

Resources: Leadership Textbooks at NOBTS

- Ammerman, Nancy T., Jackson W. Carroll, Carl S. Dudley, and William McKinney, eds. *Studying Congregations: A New Handbook*. Nashville: Abingdon Press, 1998.
- Anthony, Michael J., and James Estep, Jr. *Management Essentials for Christian Ministries*. Nashville: Broadman and Holman, 2005.
- Argyris, Chris. "Skilled Incompetence" *Harvard Business Review* (September-October 1986).
- Armstrong, John H., ed. *Reforming Pastoral Ministry*. Wheaton: Crossway Books, 2001.
- Augsburger, David. *Caring Enough to Confront*. Ventura, CA: Regal Books, 1986.
- Baxter, Richard. *The Reformed Pastor: A Pattern of Personal Growth and Ministry*. Regent College Pub., 2001.
- Bisagno, John. *Letters to Timothy: A Handbook for Pastors*. Nashville: Broadman and Holman, 2001.

- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Nashville: Broadman and Holman, 2001.
- Brand, Chad Owen, and R. Stanton Norman (ed.). *Perspectives on Church Government: Five Perspectives on Church Polity*. Nashville: Broadman and Holman, 2004.
- Bertcher, Harvey J. *Group Participation*.
- Brummler, Geary A., and Alan P. Brache. *Improving Performance: How to Manage the White Space on the Organizational Chart* (2nd edition). San Francisco: Jossey-Bass, 1995.
- Burns, James MacGregor. *Transforming Leadership*. New York: Grove Press, 2003.
- Case Studies from *The Hidden World of the Pastor* by Kenneth L. Swetland - copies reproduced by permission will be provided to the students at the cost of their duplication.
- Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.
- Clinton, Robert J. *The Making of a Leader*. Colorado Springs: NavPress, 1988.
- Collins, Jim. *Good to Great*. New York: Harper/Collins, 2001.
- Deal, Terrence E., and Lee G. Bolman. *Reframing Organizations: Artistry, Choice, and Leadership* (3rd edition). San Francisco: Jossey-Bass, 2003.
- Drane, John. *The McDonaldization of the Church: Consumer Culture and the Church's Future*. Macon, GA: Smyth & Helwys, 2001.
- Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton, IL: Victor Books, 1994.

- Ford, Leighton. *Transforming Leadership*. Downers Grove, Illinois: InterVarsity Press, 1991.
- Furlong, Gary T. *The Conflict Resolution Toolbox*. Ontario, Canada: John Wiley and Sons, 2005.
- Furr, James H., Mike Bonem, and Jim Herrington. *Leading Congregational Change Workbook*. San Francisco: Jossey-Bass, 2000.
- Galloway, Dale (ed.) *Building Teams in Ministry*. Kansas City: Beacon Hill Press, 2000.
- Galloway, Dale and Warren Bird. *On Purpose Leadership: Multiplying Your Ministry by Becoming a Leader of Leaders*. Boston: Beacon Hill Press, 2000.
- Gangel, Kenneth O., and Samuel L. Canine. *Communication and Conflict Management*. Nashville: Broadman and Holman, 1997.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Gerkin, Charles V. *An Introduction to Pastoral Care*. Nashville: Abingdon Press, 1997.
- Gibbs, Eddie. *Church Next: Quantum Changes in How We Do Ministry*. Downers Grove, IL: InterVarsity Press, 2000.
- Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.
- Hayhurst, Jim, Sr. *The Right Mountain*. New York: John Wiley & Sons, 1997.
- Haugk, Kenneth C. *Antagonists in the Church - How to Identify and Deal with Destructive Conflict*. Minneapolis, MN: Augsburg Publishing House, 1988.

- Hendricks, Howard. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville: Baker Books, 1998.
- Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass, 2000.
- Herrington, Jim, R. Robert Creech, and Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.
- Hester, Dennis J. Pastor, *We Need to Talk!* Shelby, NC: His Way Publishing, 2001.
- Johnson, Spencer. *Who Moved My Cheese?* New York: G.P. Putman's Sons, 1998.
- Kale, David W. *Managing Conflict in the Church*. Kansas City: Beacon Hill Press, 2003.
- Kline, Theresa. *Remaking Teams: The Revolutionary Research-Based Guide That Puts Theory into Practice*. San Francisco: Jossey-Bass, 1999.
- Leadership*, Volume XXIV, Number 3 (Summer 2003).
- Lewis, Phillip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
- Logan, Robert E. and Neil Cole. *Raising Leaders for the Harvest*. Alta Loma, CA: Church Smart Resources, 1995.
- McIntosh, Gary L. *One Size Doesn't Fit All*. Grand Rapids: Revell, 1999.
- McLaren, Brian D. *The Church on the Other Side: Doing Ministry in the Postmodern Matrix*. Grand Rapids: Zondervan, 2000.
- McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. Jossey-Bass, 2000.

- MacArthur, John, Jr., and others. *Rediscovering Pastoral Ministry: Shaping Contemporary Ministry with Biblical Mandates*. Dallas: Word, 1995.
- Maloney, H. Newton. *Win-Win Relationships: 9 Strategies for Settling Personal Conflicts Without Waging War*. Broadman and Holman, Publishers, 1995.
- Malphurs, Aubrey and Will Mancini. *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*. Grand Rapids: Baker Books, 2004.
- Maxwell, John. *The 21 Irrefutable Laws of Leadership*. Nashville: Thomas Nelson, 1998.
- Parson, George D. *PACE Profile*, 1992. Order from George D. Parsons at 541-935-8112, or gparsons@rio.com or fax at 541-935-8142. Cost is five dollars plus shipping.
- Peterson, Eugene H. *Working the Angles: The Shape of Pastoral Integrity*. Grand Rapids, MI: Erdmans, 1987.
- Rinehart, Stacey. *Upside Down: The Paradox of Servant Leadership*. Colorado Springs: NavPress, 1998.
- Ritzer, George. *The McDonaldization of Society* (Revised New Century Edition). Thousand Oaks, CA: Sage Publications, 2004.
- Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. Grand Rapids, MI: Baker Books, 1997.
- Sashkin, Marshall, and Molly Sashkin. *Leadership that Matters: The Critical Factors for Making a Difference in People's Lives and Organization's Success*. San Francisco: Berrett-Koehler, 2003.
- Shawchuch, Norman, and Roger Heuser. *Leading the Congregation*. Nashville: Abingdon Press, 1993.
- Stetzer, Ed. *Planting New Churches in a Postmodern World*. Nashville, Broadman and Holman, 2003.

Swetland, Kenneth L. *Facing Messy Stuff in the Church: Case Studies for Pastors and Congregations*. Grand Rapids: Kregel, 2005.

The Impact of the Church Planting Process and Other Selected Factors of the Attendance of Southern Baptist Church Plants, PhD. Dissertation (Chapters 1,2, and 3) (Contact Dr. Stetzer of North American Mission Board of the SBC to access this material)

Thrall, Bill, Bruce McNicol and Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence*. Jossey-Bass, 1999.

Ukens, Lorraine L. *Stranded in the Himalayas Activity Book*. San Francisco: Jossey Bass/Pfeiffer, 1998.

Wren, J. Thomas. *The Leader's Companion: Insight on Leadership Through the Ages*. New York: The Free Press, 1995.

Zastrow, Charles. *Social Work With Groups*.